



City of Minneapolis 2011 Employee Survey Results Committee of the Whole

Presented by:
Pam French, Human Resources
Stephanie Kendall, Kenexa

March 29, 2012

Agenda

- Why Survey
 - Employee Survey Goals
- What we did
 - Survey design – questions, themes, indices
 - High Performance-Engagement Model
- What we heard
 - Overall Conclusions – Citywide
 - Key Takeaways
- What we need to do
 - Understand
 - Prioritize
 - Take Action

Employee Survey Goals

1. Provide each employee an opportunity to share thoughts on what is working well and where there are opportunities for improvement in the City.
2. Implement lasting change to our work environment that makes the City a great place to work, and supports the achievement of City goals.
3. Develop effective action plans that respond to Citywide and department specific employee engagement issues.

Survey Design Themes

68 Questions, 16 Themes, 4 Indices

- City Overall
 - Communications
 - Community Engagement
 - Customer Service & Quality
 - Department Leadership
 - Diversity & Inclusion
 - Employee Involvement
 - Ethics
 - Immediate Supervisor
 - Pay & Benefits
 - Performance Feedback
 - Recognition
 - Training & Development
 - Work Environment
 - Work Support
 - Elected Officials
-
- Employee Engagement Index
 - Performance Excellence Index
 - Kenexa Behavior Change Index
 - Diversity & Inclusion Index

Why is this Important?

Because Engaged Employees...

- Put forth voluntary effort – go the extra mile to get the job done!
- Fully buy into the organization mission, vision and value and stick with it
- Speak positively about the organization to their friends and family members
- Are not just satisfied, but are extremely satisfied to work in the organization

How can we be an Engaging Employer?

- Provide solid, trustworthy leadership at all levels
- Communicate in such a way as to instill confidence in the organization's future
- Treat people respectfully and with dignity
- Tell people what is expected of them and hold them accountable
- Provide training and growth opportunities in a fair manner
- Equitably offer recognition

Understanding context.

Every survey is environmentally influenced prior to and during administration of the survey – these should be considered when interpreting employee feedback.

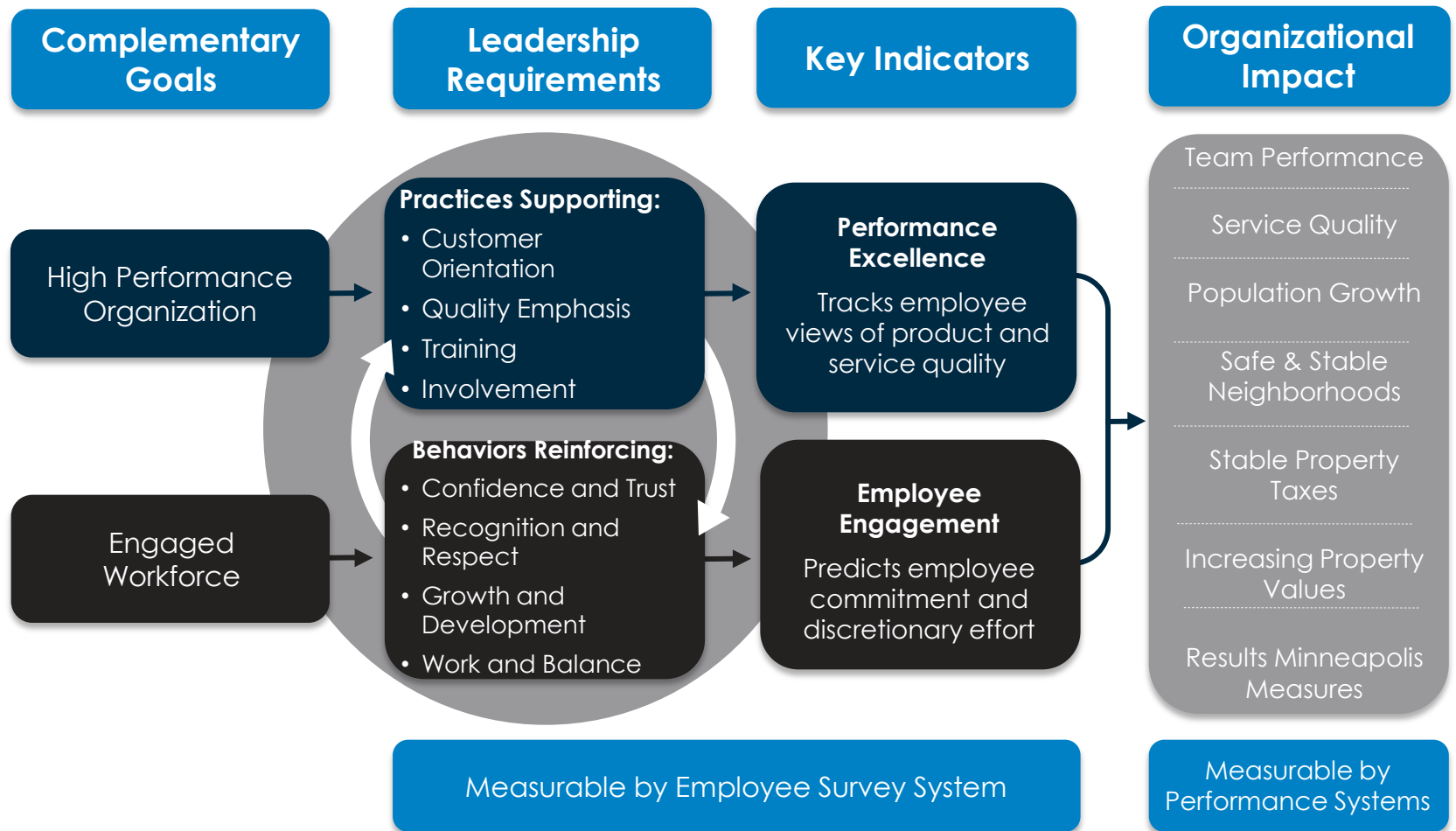
City of Minneapolis

- Overall slow economic recovery within the US; continuing financial crisis in Europe
- Continued budget cuts for the City
- 12% reduction in workforce since 2008, including some 2011 lay offs
- Uncertainty about employment for those less tenured
- Both vertical and horizontal opportunities have been eliminated
- Continued changes in City Leadership

Benchmark Comparison

- Changed benchmark (“norm”) this year to Kenexa US Norm
- No longer using Work Trends Government norm

High Performance-Engagement Model



2011 Survey Highlights

1. 2011 Survey Results are stable when compared to 2009 Survey Results
2. Employees who saw action taken on the 2009 survey report significantly higher scores on Engagement
3. It matters very much to City employees what Elected Officials think about the work that they do
4. Employees remain concerned about their future with the City

Survey Response

- Surveys were administered from October 14 to November 10, 2011.
- Of the **3894** employees surveyed, 2560 employees completed the survey, representing a response rate of 66%.*

Confidence in the data is moderate to high.

* 2009 Response Rate = 61%; 2006 = 63%

City Overall: Overview

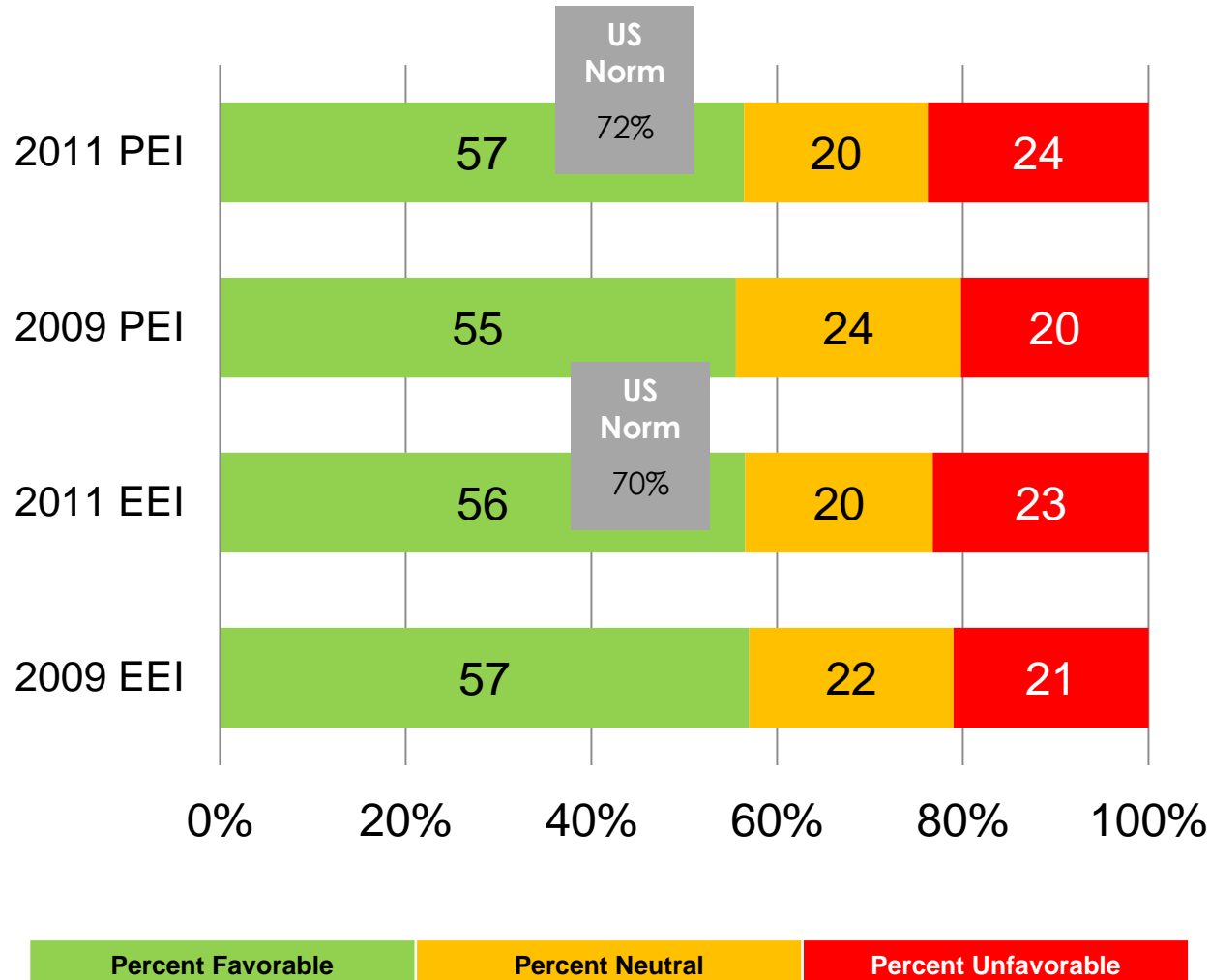
- Indices

- **Employee Engagement** score is moderate (56%) – stable score since 2009; however we do see higher levels of engagement in those departments where visible action was taken. Employees continue to be Proud to work at City of Minneapolis; however, the index as a whole, falls below the US norm comparison.
- **Performance Excellence** is moderate (57%) – a slight increase over 2009's PEI score, with "employees being encouraged to participate in decisions that affect their work" continuing to bring the overall score down.
- **Diversity & Inclusion Index** reflects positive views toward D&I (62%) with feelings regarding equal opportunity for promotion negatively impacting the overall score (41% Favorable, 42% Unfavorable).
- **Behavior Change Index** (56%) indicates a remarkable difference in levels of engagement between employees who report department leadership has taken action on results versus those who respond unfavorably to these questions.

- Themes

- **Pay/Benefits, Performance Feedback and Work Environment** are key strengths at the overall level.
- **Recognition and City Overall** are areas of opportunity.

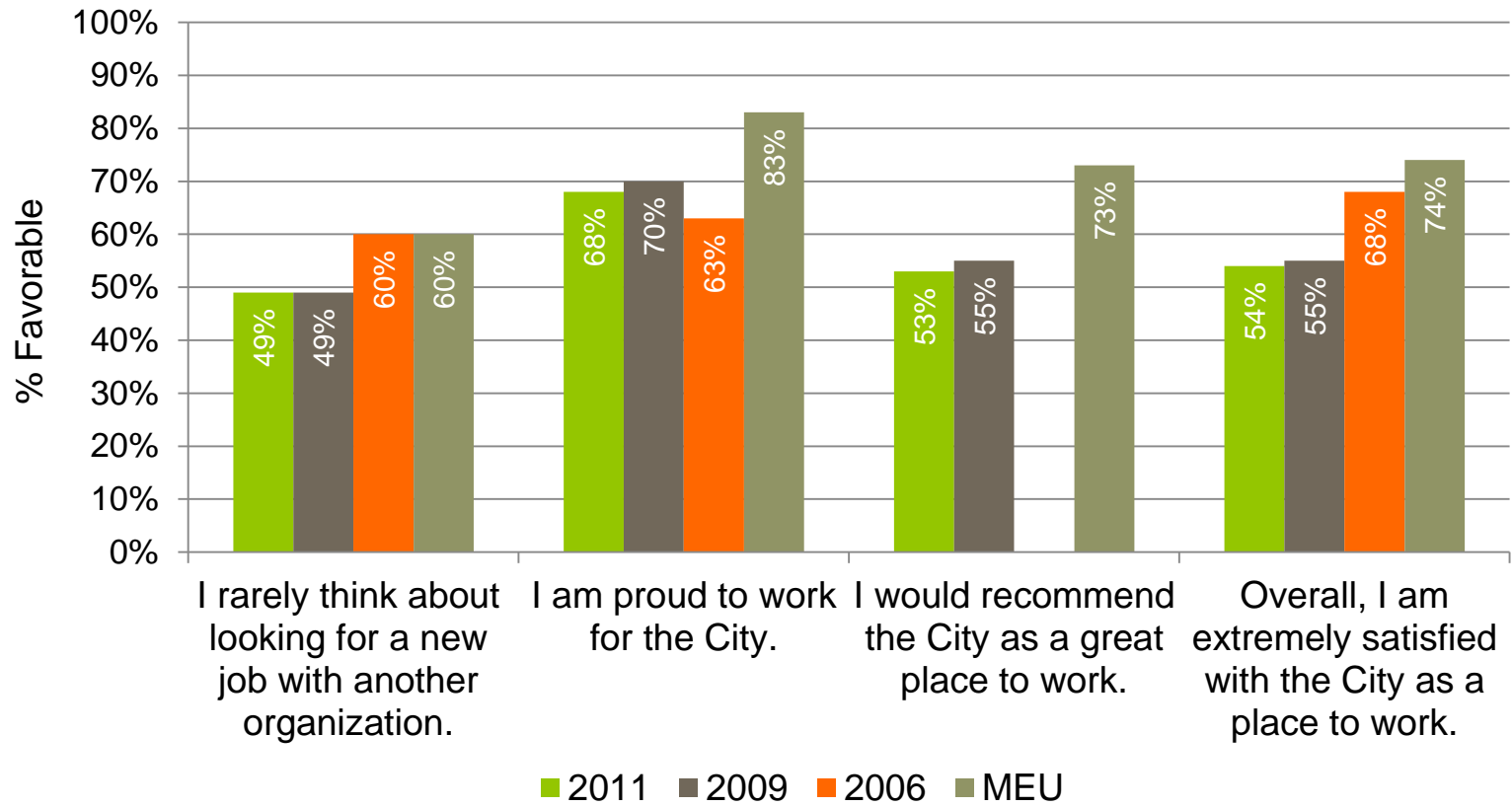
City Overall: EEI & PEI



In spite of uncertain economic times and continued challenges, reported levels of engagement and performance environment have remained relatively stable since last administration

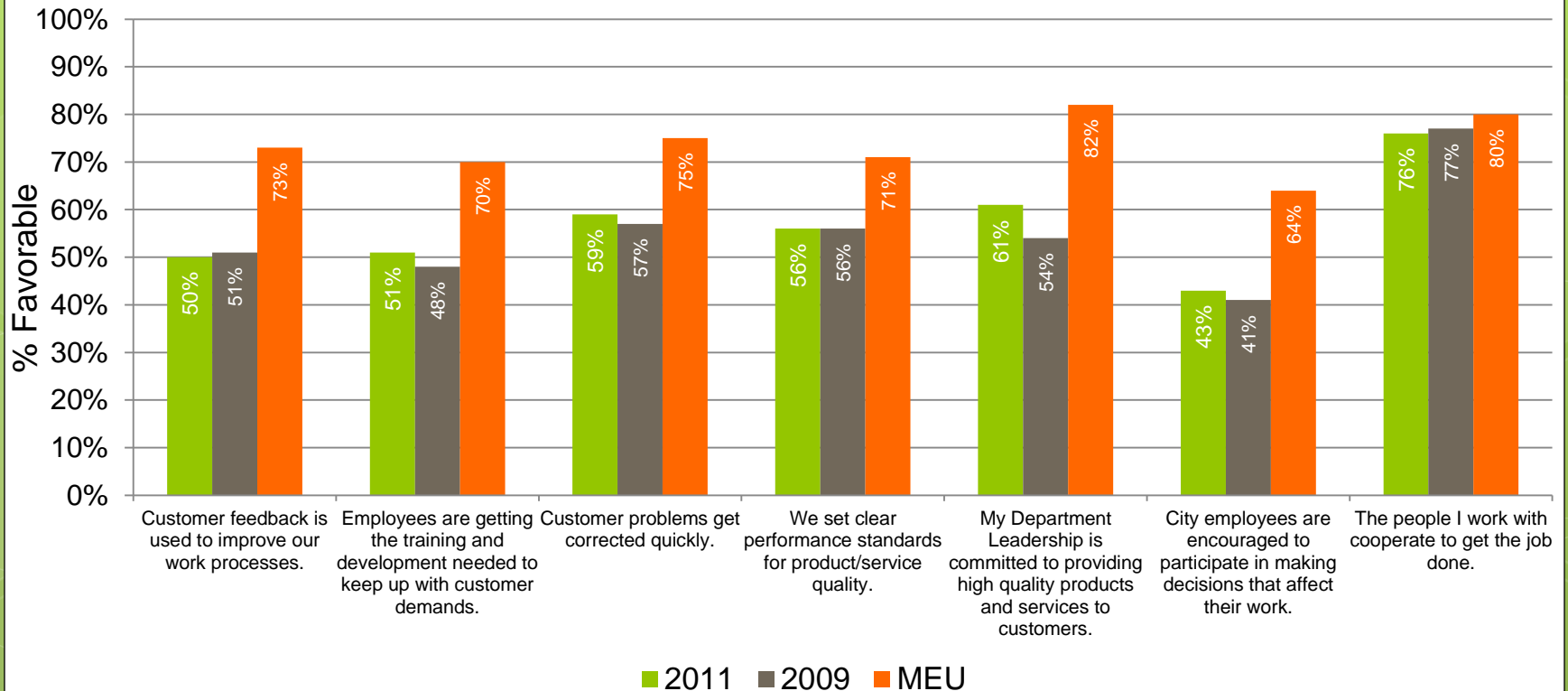
Employee Engagement Index : *Overall Results*

City of Minneapolis Overall: 56%



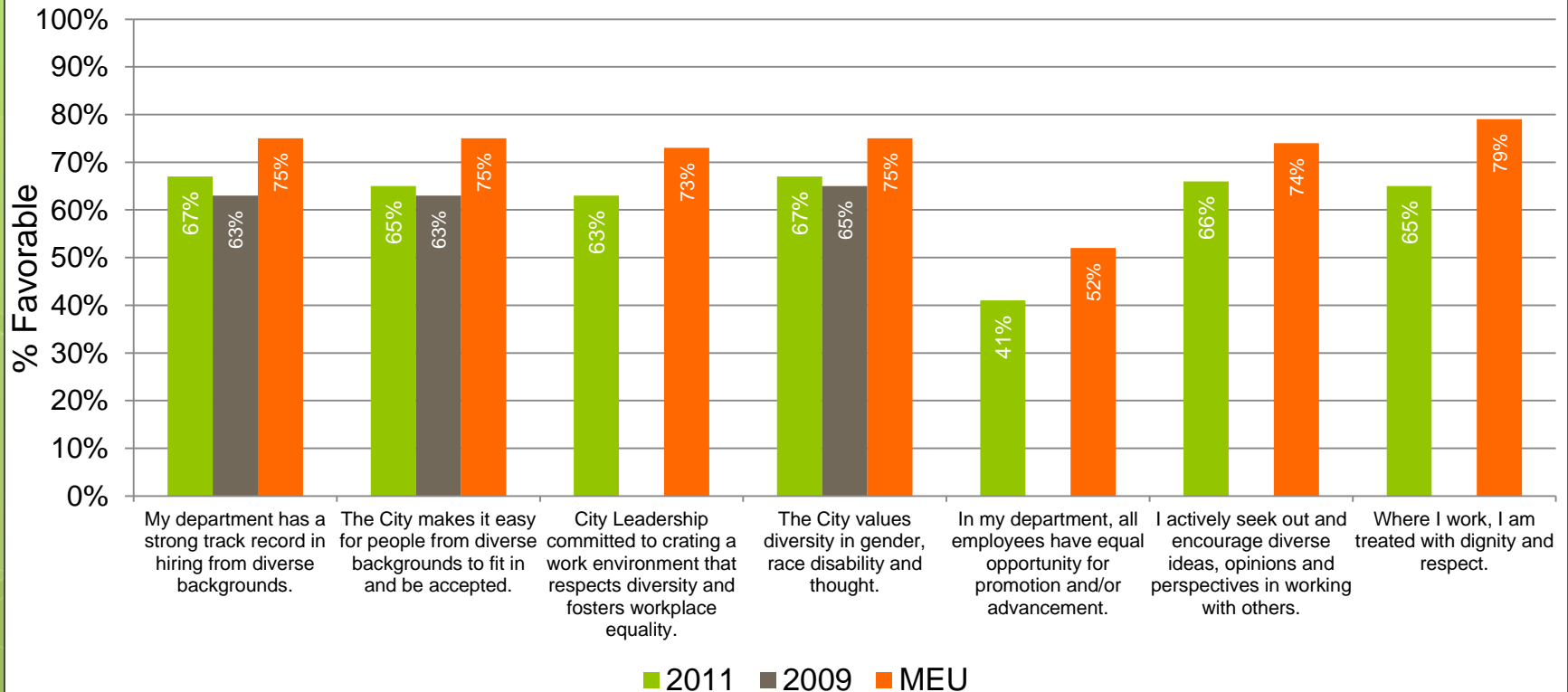
Performance Excellence Index: Overall Results

City of Minneapolis Overall: 57%



Diversity & Inclusion Index: Overall Results

City of Minneapolis Overall: 62%



Theme summary


Strength: 65% or more Strongly Agree/Agree and less than 20% Disagree/Strongly Disagree

Opportunity: 50% or less Strongly Agree/Agree and 20% or more Disagree/Strongly Disagree
OR
50% or less Strongly Agree/Agree and 30% or more Neutral



Theme	% Favorable
<i>Elected Officials *</i>	69%
Pay & Benefits	67%
Performance Feedback	67%
Immediate Supervisor*	67%
Work Environment	66%
Community Engagement	63%
Ethics	61%
Diversity & Inclusion Index	60%
Customer Service & Quality	58%
Work Support	57%
Engagement	56%
Communications	55%
Employee Involvement	55%
Training & Development	53%
Department Leadership	52%
Recognition	48%
City Overall (Future)	39%

* One item "theme" regarding "importance" of what elected officials think about the work being done.

Highest rated questions

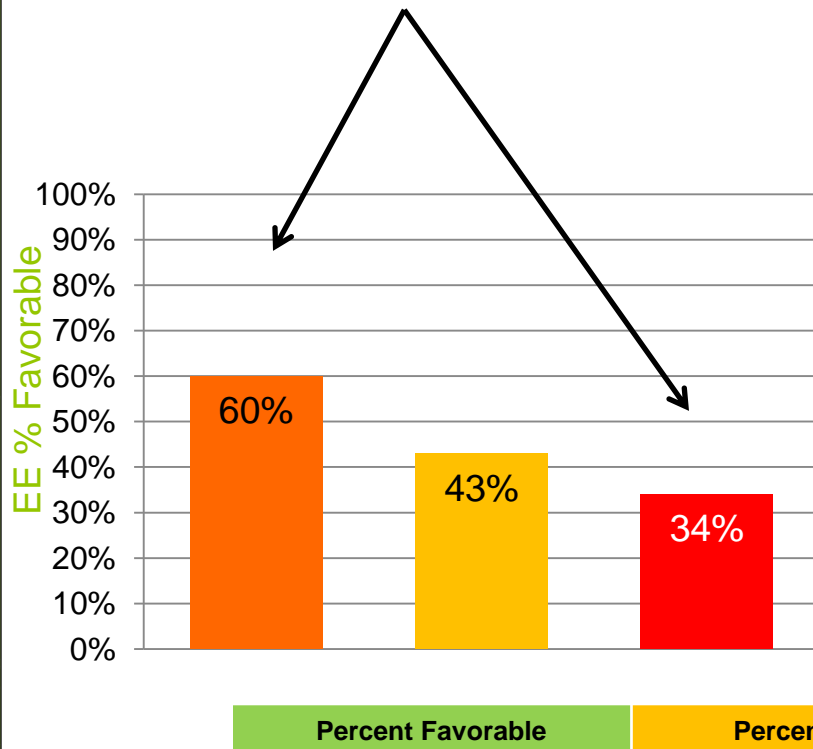
Question	2011 Percent Favorable	2009 Percent Favorable
I believe part of my job responsibility is to take the initiative to improve City services.	77%	74%
I was given an opportunity to see/hear about the 2009 Employee Survey results.	77%	
The people I work with cooperate to get the job done.	76%	77%
The City supports me via programs, resources, etc., in attaining my health and wellness goals.	74%	
Safety in the workplace is a high priority.	73%	69%
I had a performance appraisal in the past 12 months.	73%	69%
The employee benefit plans offered by the City meet my needs.	72% 	64%
As a City employee, it matters very much to me what Elected Officials think about the work that we do.	69%	72%
My immediate supervisor clearly communicates what I am expected to do.	69%	70%
My immediate supervisor treats employees fairly.	69%	70%

Lowest rated questions (Highest % Unfavorable)

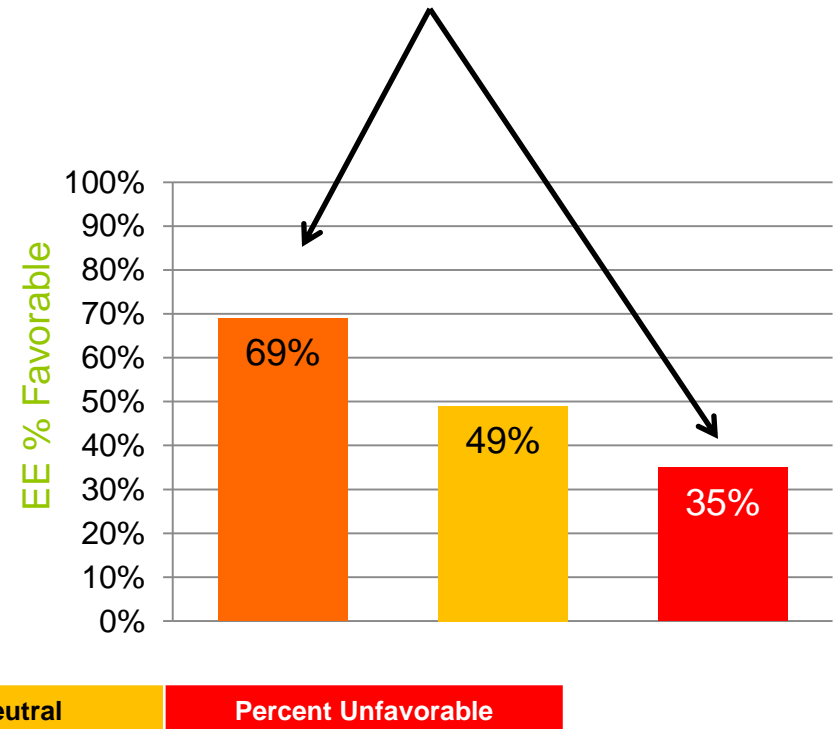
Question	2011 Percent Unfavorable	2009 Percent Unfavorable
Where I work, we have enough people to get the work done.	52% 	43%
City Leadership shows concern for the well-being and morale of employees.	46%	43%
In my department, all employees have equal opportunity for promotion and/or advancement.	42%	—
When employees have good ideas, management makes use of them.	38%	40%
The process for selecting people for special assignments/projects is fair.	37%	35%
I am well informed about relevant departmental issues.	37%	35%
City employees are encouraged to participate in making decisions that affect their work.	36%	34%
Where I work, we are told of upcoming changes in time to prepare for them.	36%	37%
I have confidence in the future of my department.	36%	32%
I rarely think about looking for a new job with another organization (if retiring or going on leave within the next 12 months, please do not answer this question).	36% 	31%

THE IMPORTANCE OF ACTION!

Employees who say they were given an opportunity to **see/hear** about the 2009 Employee Survey results are 26 points more engaged.

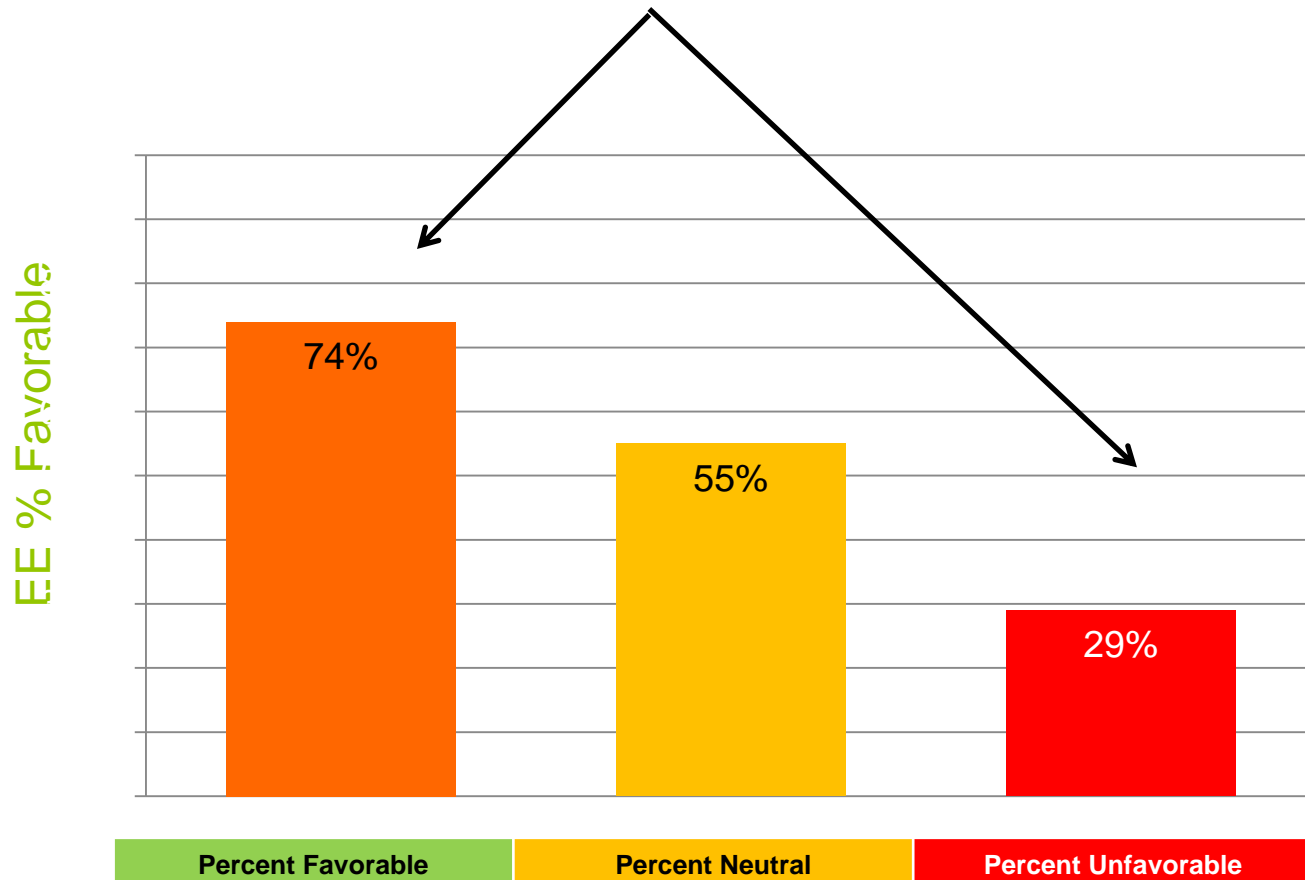


Employees who report they were given the opportunity to discuss their ideas about the results of the 2009 employee survey results are **34** points more engaged than those who do not.



THE IMPORTANCE OF ACTION!

Employees who say their department leadership has **taken action** are **45** points more engaged.



Enterprise Success Stories

Focus on Action – It's a Journey

2006 Response

1. Minneapolis Matters Employee Newsletter
2. Total Compensation Statements
3. Implementation of Business Process Improvement (BPI)

2009 Response

1. Employee engagement incorporated into the City goal, "A City That Works.
2. Alternative Work Arrangements Policy
3. Integration into other City processes including Results Minneapolis, Business Planning and the Priority Budgeting Process.

Department Success Stories

Focus on Action – It's a Journey

911

Behavior Change Index

82% Favorable

- **Engagement** – 61% Fav → 65% Fav
- **PEI** – 50% Fav → 61% Fav
- **D&I Theme** – 65% Fav → 70% Fav

BIS

Behavior Change Index

72% Favorable

- **Engagement** – 48% Fav → 51% Fav
- **PEI** – 52% Fav → 57% Fav
- **D&I Theme** – 58% Fav → 64% Fav

Overall Conclusions

On the Positive Side...

- In departments where action has been taken and employees know about it – engagement scores are significantly higher!
- Employees feel positively about their co-workers, pay & benefits, and direct supervisor
- Employee Engagement remains steady while Performance Excellence has increased

Opportunities for Action...

- At an enterprise wide level employees continue to be concerned about their future with the City and about having a sense of belonging to the organization
- Each department has unique opportunities to be addressed on the local level

Employee Engagement

Enterprise Priorities

1. Feeling Valued

- I feel valued as an employee of the City
- City Leadership shows concern for the well-being and morale of employees.
- I am satisfied with my opportunity for career development in the City.
- When employees have good ideas, management makes use of them
- City employees are encouraged to be innovative, that is, to develop new and better ways of doing things
- My Department Leadership demonstrates that employees are important to the success of the City.

2. Concerns about the future

- There is a promising future for me at the City.
- I have confidence in the future of my department.
- My Department Leadership has the ability to deal with the challenges we face.

What We Heard

- *As a City employee, it matters very much to me what Elected Officials think about the work that we do.*
- 69% of responding employees agreed or strongly agreed with the above statement.

What We Heard

- Our youngest employees (20 to 29 Year olds) are less engaged than two years ago.
- Employee Engagement levels for this group decreased from 64% in 2009, to 56% in 2011. (N = 108)
- Our youngest employees are the least engaged age group in the 2011 survey.

What We Need To Do

We can improve our organizational outcomes if we...

- ◉ Understand & communicate the results
- ◉ Identify, measure & prioritize our response
- ◉ Focus on our priority items
- ◉ Set targets
- ◉ Take action
- ◉ Use all the information to drive behavior change

What We Plan To Do

We can improve our organizational outcomes if we...

- ◉ Enterprise Response
 - ◉ Recognition
 - ◉ Communication Tools
- ◉ Departmental Response
 - ◉ Work with and support Department Survey Champions

Report Rollout and Action Planning

Executive Summary and Report Distribution	January 18
Survey Champion Training	January 19
Survey Champion Tools Training	February 6
Review Department Reports with Survey Champion & HR Generalist	January - February
City and Department Leadership Identify Areas to take Action	January - April
Communicate Results to Employees and Key Stakeholders	January - April
Survey Results Presented to Board of Business Agents	February 9
Committee of the Whole	March 29
City and Department Action Planning	March – May
Council Study Session	?
Integrate into other City processes (Results Minneapolis, Performance Management, Business Planning, etc.) → Some work was completed here in 2009.	TBD

To learn more about the results [Click Here...](#)

<u>Human Resources</u>	+
<u>Benefits</u>	
<u>Civil Service Rules</u>	
<u>Classification</u>	+
<u>Compensation</u>	+
<u>Discipline Process (Progressive Disciplinary Action)</u>	+
<u>Diversity</u>	+
<u>Drug & Alcohol Testing</u>	
<u>Employee Engagement</u>	-
<u>Developing</u>	
<u>Resources</u>	
<u>Employee Survey</u>	
<u>Employee Survey Responses</u>	
<u>Frequently Asked Questions</u>	
<u>Survey Reports (City and Departments)</u>	

[Home](#) > [Human Resources](#) > [Employee Engagement](#) > [Employee Survey](#)

2011 Survey Reports

The 2011 City of Minneapolis Employee Engagement Survey reports can be found below.

- [Citywide Report](#)
- [311](#)
- [911](#)
- [Assessor](#)
- [BIS](#)
- [City Attorney](#)
- [City Clerk](#)
- [City Coordinator](#)
- [Civil Rights](#)
- [Communications](#)
- [Community Planning and Economic Development \(CPED\)](#)

[Convention Center](#)

Future Council Involvement. . .

How would the Council like to be involved going forward?

Working together we can improve our organizational outcomes ...

Today.

Questions?

